



STATE OF THE COUNTY 2006



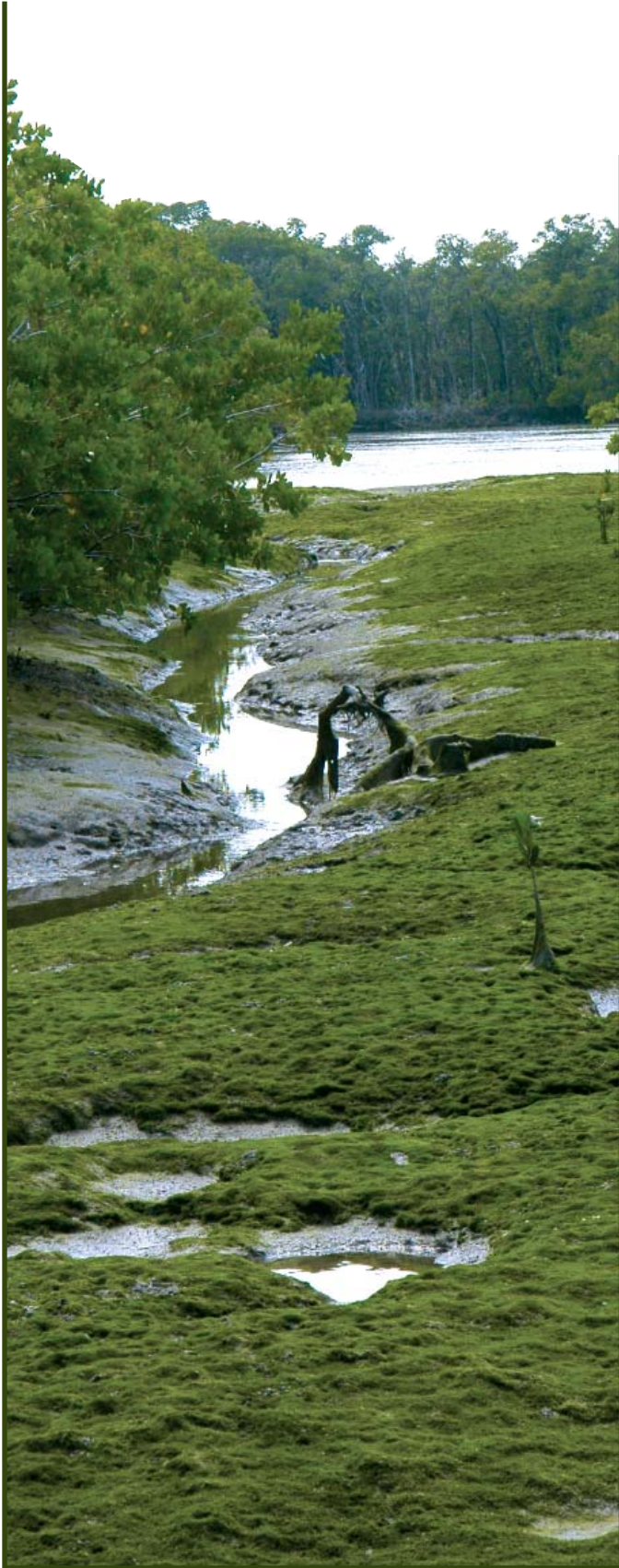


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CARLOS ALVAREZ
MAYOR

OFFICE OF THE MAYOR MIAMI-DADE COUNTY, FLORIDA

February 2006

Dear Fellow Miami-Dade County Residents:

My first year in office has been one filled with challenges, progress and promise.

Two-thousand-five will be remembered as the year of Hurricanes Katrina and Wilma. We lived through them, learned from them, and will be better prepared for whatever next season may bring.

However, 2005 was so much more. Despite the hurricanes, tourism soared. For the first time in history, the summer season is rivaling the winter season in terms of visitors. We truly are a year-round destination. Unemployment remains at a long-time low. Crime has been declining for a decade.

We are making improvements - large and small - to ease traffic congestion. Quick-fixes are in the works at more than 50 congested intersections. Signal lights are being synchronized along a number of major corridors. Construction continues to connect the Earlington Heights Metrorail Station to the Miami Intermodal Center, and we are aggressively seeking federal funding to further extend Metrorail to the west and to the north.

Ground broke in 2005 for new sidewalks in West Perrine. It is the first of hundreds of community improvement projects made possible by the "Building Better Communities" Bond Program.

Customer-friendly is the new mantra for all departments involved in the permitting process. A new plan to raise the level of communication and coordination is underway.

The first in year-long series of events to promote wellness and safety amongst our seniors has taken place, and I am looking forward to energizing and revitalizing those 55 and older with more dynamic programs.

Our community's mentally ill are finally getting the attention they deserve. Later this year, the Mayor's Mental Health Task Force will have an implementation plan to improve the lives of this often neglected segment of our society.

So much more is in store for 2006. Our world-class Performing Arts Center will open its doors. Miami International Airport will welcome new business with a new terminal and improved concessions. Decisions will be made about future growth in Miami-Dade County.

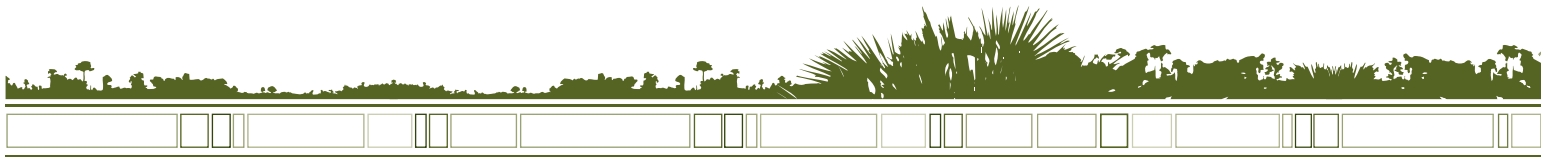
Most importantly, I will continue to usher in a new era of integrity and accountability, make decisions that are in the best interest of all the people, and remain ever-mindful that I serve because of you.

Sincerely,

A handwritten signature in black ink, appearing to read "Carlos Alvarez".

Carlos Alvarez
Mayor





OVERVIEW

Four years ago, Miami-Dade County went out into the community to discover what residents wanted from their local government. Learning about what programs and services our residents wanted to see enhanced or improved helped guide the development of the County's first-ever Strategic Plan. This State of the County booklet will outline your local government's most recent accomplishments in seven major strategic planning areas:

1. Neighborhood & Unincorporated Areas
2. Municipal Services
3. Public Safety
4. Transportation
5. Recreation and Culture
6. Economic Development
7. General Government (Enabling Strategies)

If you would like more information about how Miami-Dade County is working for you, please call us for a free Community Scorecard at (786) 331-5320 or log on to www.miamidade.gov/stratplan to download a copy. This "initial" scorecard will provide you a snapshot of where we are providing services to residents.

MISSION STATEMENT

Delivering excellent public service that addresses our community's needs and enhances our quality of life.

NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES

MISSION: to provide efficient, accountable, accessible and courteous neighborhood services that will enhance the quality of life and involve the community. This includes ensuring that public roads are repaired, neighborhoods are kept clean, water is kept running, drainage systems work efficiently and future community development is managed effectively.

- To improve County roads and sidewalks, the Public Works Department (PWD) resurfaced 80 miles of roadway, filled more than 3,600 potholes, constructed 79,286 linear feet of new sidewalks, and repaired 98,061 linear feet of sidewalks.
- The PWD continued its implementation of the People's Transportation Program Neighborhood Improvement Projects with nearly \$23 million in construction contracts. The project includes resurfacing roads, providing ADA accessibility, drainage, guardrails, signalization and school flashing signals.
- The Department of Environmental Resource Management (DERM) completed nearly all of the Federal Emergency Management Agency drainage restoration projects in Miami-Dade County. Since the program's inception, DERM has dredged over 105 miles of canals, cleaned over 60,000 underground structures, added over 189 miles of storm drain pipes and installed over 18,000 drainage structures. These accomplishments will help to significantly prevent future flooding problems.
- In 2005, the Miami-Dade Water and Sewer Department submitted plans to build a new South Miami Heights Water Treatment Plant to better serve the residents of South Miami-Dade and provide for the area's future growth.



The Public Works Department made significant improvements to the County's drainage system by installing 845 drainage structures, installing 53,632 linear feet of drainage pipes and cleaning out over 7,700 drainage structures.



The Department of Solid Waste Management successfully implemented automated garbage service to over one-third of residential customers and implemented a second bulky waste pick-up for residential customers.



Team Metro's Government on the Go bus visited 275 locations, providing mobile government services to more than 7,500 residents, including those who may not otherwise visit or have access to County offices. (inset) A County employee inside Government on the Go Bus helps a resident apply for a baby stroller permit.

IMPROVING OUR NEIGHBORHOODS THROUGH IMPROVING THE ENVIRONMENT

In 2005, the County continued its commitment to maintaining the delicate balance between urban growth and environmental protection through several programs, services and clean-up efforts designed to protect our environment.

- At the request of the City of Miami Beach, Miami-Dade Park and Recreation Department worked to minimize the effects of wave erosion by maintaining 7.5 miles of rope dune fence and installed three miles of new dune protection fence. Park also removed all litter and trash from the beach daily, including the collection of an average of 625 cans per day.
- The Solid Waste Department increased the Household Chemical Collection Center (HC2) service schedule by doubling the days and hours, and also opened a second HC2 to serve the South Dade area. In 2005, this program processed 157,000 pounds of toxic and hazardous chemicals, approximately 232,000 pounds of used oil products and nearly one million pounds of electronic waste.
- The Water and Sewer Department (WASD) continued its commitment to controlling inflow and infiltration within their conveyance through its Infiltration and Inflow Reduction Program. Clear water makes its way into the collection system primarily through infiltration - ground-water seeping into sewer pipes through cracks and leaky joints and inflow - storm water flowing into sewer system. This water, which does not need to be treated, consumes capacity needed for future growth and costs consumers money. In 2005, WASD's Infiltration and Inflow Reduction Program reduced the amount of wastewater treated by 10.93 MGD (million gallons per day).
- WASD introduced a new low-flow showerhead program to encourage Miami-Dade County residents to conserve water. During the program's first year, more than 1,500 showerheads were exchanged. And, its POWER Efficiency Program generated an energy conservation savings of more than \$3.5 million.



The Department of Environmental Resource Management hosted its 23rd annual Bayanza and Biscayne Bay Cleanup Day. More than 6,500 volunteers collected over 20 tons of debris from 28 different sites on Biscayne Bay.



Team Metro volunteers use paint to cover up graffiti throughout Miami-Dade County.

- As part of their Clean Neighborhoods effort, Greater Miami Services Corps members performed vacant lot maintenance and litter and debris removal. They maintained 755 vacant lots, totaling more than 12 million square feet.
- Through the County's ongoing Beautification Program, the Public Works Department planted 1,124 new trees and replaced another 1,272.



In its fifth successful season, the Adopt-a-Tree Program, the largest tree canopy replacement program in the State of Florida, reached a new milestone giving away 83,000 free trees to Miami-Dade County residents.

PUBLIC SAFETY

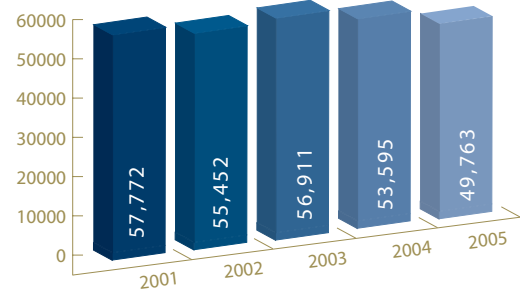
MISSION: to provide a safe and secure community through public safety services that are coordinated, professional, courteous, efficient and effective.

In 2005, Miami-Dade County continued its commitment to expanding public safety programs including strengthening domestic preparedness, improving critical infrastructure and adopting measures to improve emergency response times.

- Miami-Dade Fire Rescue (MDFR) added two new fire stations in Tamiami and the Redlands to meet emergency response needs in high call volume or underserved areas, and completed renovations to three additional stations. MDFR also expanded service at Key Biscayne Station 15 by converting a part-time, 40 hour unit to a full-time, 24 hour Advanced Life Support unit.
- MDFR's Ocean Rescue Lifeguards performed 65 rescues, and provided many other forms of assistance while serving the 1.3 million annual visitors to County beaches.
- As part of the Fingerprinting for Kids Safety program, approximately 4,930 children were fingerprinted and photographed for free by the Miami-Dade Corrections Department. The photos and fingerprints are provided to parents for reference in case their child is ever missing or lost.
- The County strengthened its domestic preparedness with the assistance of \$3.8 million in Urban Area Security Initiative funding and \$215,000 in Metropolitan Medical Response System funds.
- The Street Tactics Intervention Group comprised of state, County and municipal resources in northeastern Miami-Dade County was responsible for 1,900 arrests, recovery of 28 firearms, and the seizure of 22 pounds of marijuana and two pounds of cocaine.

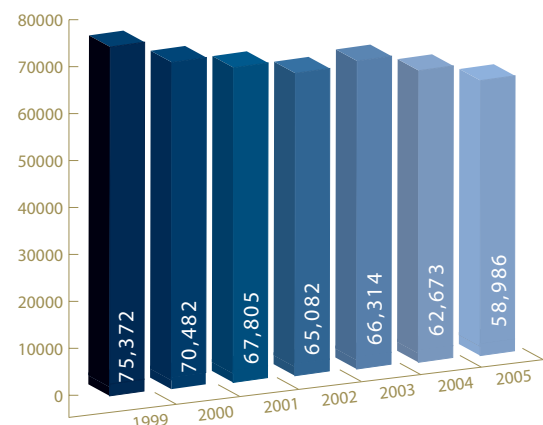
Miami-Dade Police Department Non-Violent Crimes

(Burglary, Larceny, Auto Theft)



Source: Crime Information Warehouse
January 2005

Miami-Dade Police Department Overall Crimes



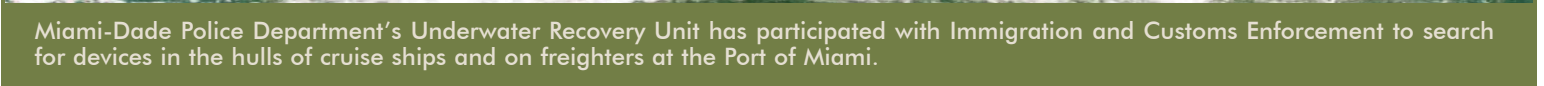


Miami-Dade Fire Rescue enhanced service levels by placing four additional Advanced Life Support (ALS) units into service and upgrading three Basic Life Support units to ALS.

- Miami-Dade Police Department (MDPD) reported that overall crime in Unincorporated Miami-Dade dropped by approximately 6 percent in 2005. There were 20 percent fewer homicides than the previous year, and non-violent crimes were reduced by 7 percent. Since 1999, crime is down more than 20 percent in the unincorporated area.
- MDPD's Multi-Agency Gang Task Force (MAGTF) performs countywide gang suppression and street crime enforcement. Throughout the year, MAGTF conducts specialized street-level operations within areas of high-crime activity, where gangs and their members thrive and affect the quality of life for citizens in the community. In 2005, MAGTF conducted 12 operations for a total of 469 arrests - 137 were felony arrests and 58 were for outstanding warrants.
- MDPD's Motorcycle Unit reported approximately 800 DUI arrests and issued more than 17,000 moving and non-moving citations.
- In 2005, the MDPD implemented a new Computer Aided Dispatch system, used to dispatch all 9-1-1 calls. The new system performed reliably even during the multiple hurricane activations.



The Miami-Dade Police Department significantly increased its homeland security efforts by expanding the Homeland Security Section into a fully operational Bureau with additional personnel.





The Medical Examiner Department investigated more than 3,000 cases, at the request of local law enforcement agencies.

- Building Code Compliance Office (BCCO) conducted a reverse-sting operation against unlicensed activities, resulting in 17 arrests and 15 civil violation notices. BCCO also operated 16 commercial vehicle checkpoints with law enforcement agencies, resulting in 712 citations and 231 arrests of unlicensed contractors.
- MDR's two Motorcycle Emergency Response Teams provided expedient medical assistance to over 600 motor vehicle accident victims.
- The Animal Services Department was established as a stand-alone department in October 2005.



The Animal Services Department spayed and neutered 8,724 pets for free. 13 percent of surgeries were performed at the Mobile Animal Clinic.

TRANSPORTATION

MISSION: to provide a seamless, efficient, intermodal transportation system that enhances mobility throughout our neighborhoods and region, and expedites domestic and international commerce.

This past year, the County continued to improve its transportation system by improving roadways and implementing changes to alleviate traffic congestion. The Miami International Airport (MIA) and the Port of Miami are the biggest economic engines for the County. A top priority is to provide for the safety and comfort of passengers at our airports and seaport.

- One of Miami-Dade Transit's long awaited successes was the five-mile extension of the South Dade Busway, which opened earlier this year. Construction of the second segment of the Busway is expected to be completed in 2007. When finished, the Busway will extend a total of 20 miles from Dadeland South Metrorail Station to Florida City.
- The Citizens' Independent Transportation Trust has transferred more than \$83 million in Surtax Proceeds to eligible municipalities that will be used to improve transportation. Municipalities are putting these funds to good use. In Coral Gables, trolleys are a big success, with more than 3,500 daily boardings. In Hialeah, minibuses now connect residents to their neighborhood shops and businesses. Other municipalities are planning a wide range of transportation alternatives, including a streetcar system linking downtown Miami to nearby neighborhoods.
- Metropolitan Planning Organization's South Florida Vanpool Program continued to reduce traffic congestion, with more than 130 active groups in the program. During the first three quarters of 2005, the program eliminated 245,000 passenger trips from our roads, as well as 7.5 million passenger miles.



Miami-Dade Transit introduced seven new bus routes, with annual bus service miles increasing 11 million miles to a total of 38 million.



More than 135,000 seniors and Social Security recipients now ride free on transit thanks to the Golden Passport program.



Approximately \$1.7 billion of Miami International Airport's \$5.2 billion Capital Improvement Program has been completed, including nine of the 11 gates in the Concourse D extension, the newest section of the airport.



The Port of Miami is home to the world's leading cruise lines and the homeport for 17 cruise ships. In 2005, the port received 3.6 million cruise passengers, an increase of 3 percent from last year.

- Consumer Services initiated a program to provide wheelchair accessible taxi cabs in Miami-Dade County. The Americans with Disabilities Act generally does not require taxis to provide lifts or ramps, so the County used a discount on the medallions to provide an incentive.
- MIA's South Terminal Development Program is nearly 75 percent complete, with the official opening expected in 2006. The program will add 1.5 million square feet of new and renovated space to MIA's terminal, including:
 - New Concourse J with 15 gates capable of receiving international and domestic flights.
 - Renovated Concourse H with eight international and domestic gates.
 - New Federal Inspection Services area with eight international and domestic gates.
 - 50,000 square feet of new concession space.
 - New cruise and tour bus station.
 - New gate control tower for flights parking at Concourses H and J.
- MIA's North Terminal Development Program has begun, with approximately \$1.69 billion in projects contracted and an estimated \$989 million in expenditures. The program encompasses more than 3.2 million square feet, with 1.9 million square feet of new and renovated space. The mile-long facility will include 48 international and domestic gates and a rooftop, automated people mover with four stations that will transport passengers between Concourses A and D.
- In 2005, MIA opened its first ever Cell Phone Parking Lot. Located just outside the Airport at LeJeune Road and NW 31 Street, the lot provides 60 free parking spaces for motorists waiting to pickup arriving passengers.
- For the ninth continuous year, MIA received the highest safety rating from the Federal Aviation Administration (FAA). The FAA's annual 139-part inspection concluded that MIA had zero discrepancies - the highest score possible.



In 2005, Metrorail continued to be a vital transportation option for residents, with approximately 17 million riders - an increase of 6 percent from the previous year.

RECREATION AND CULTURE

MISSION: to develop, promote and preserve outstanding cultural, recreational, library and natural experiences and opportunities for residents and visitors today and for future generations.

This past year, Miami-Dade continued its commitment to making our community a truly great place to live, work and play.

- In 2005, great progress was achieved in the development of the Performing Arts Center. At year's end, construction reached 92 percent completion and the structure is on track for completion in 2006.
- As part of its plan to develop a countywide network of neighborhood theaters, the Cultural Affairs Department broke ground on the South Miami-Dade Cultural Center, completely reconstructed the Hialeah High School Auditorium and completed construction of the new ancillary facility for the historic Lyric Theater in Overtown.
- Last year, the Cultural Affairs Department launched Culture Shock Miami, a program designed to provide high school and college students with low cost tickets to cultural activities. Just months into the second season, the program had sold more than three times the number of discount tickets to students as the same time last year. To date, more than 2,200 students have participated in the program.
- Cultural Affairs, in partnership with Arts for Learning/Miami and The Children's Trust, launched Start with the Arts - a bilingual, arts-based learning program for Pre-K literacy and school readiness. To date, more than 2,500 early childcare providers and teachers have received training in this Pre-K curriculum. More than 3,000 students benefitted from having teachers and artists collaborate on this innovative pre-school learning program.



The Miami Art Museum opened its 2005-2006 exhibition season with the definitive retrospective Ana Mendieta: Earth Body. MAM was one of only four U.S. museums for this landmark exhibition of the late Cuban-American artist.



Vizcaya Museum and Gardens' Free Sundays attracted nearly 3,000 residents. Along with tours of the historical facility, residents enjoyed free activities such as orchid potting demonstrations, organ recitals and dance programs.



- The Historical Museum of Southern Florida's Miami International Map Fair drew a crowd of approximately 1,500 antique map dealers, collectors and enthusiasts. Another event, the Harvest Festival, arts and crafts fair, with historical reenactments and live music from different local music traditions was also a big attraction. The Map Fair and Harvest Festival attract more than 15,000 visitors annually.
- In 2005, the Miami-Dade Park and Recreation Department expended \$33.5 million and encumbered \$18.6 million on 395 capital improvement projects. Key improvement projects included:
 - Martin Luther King Park (recreation center)
 - West Perrine Park (recreation center, parking, walkways and field upgrades)
 - Wild Lime Park (field center and soccer fields)
 - African Heritage Cultural Arts Center (addition of music hall)
 - Brentwood Park (field center and parking lot)
 - South Dade Park (walkway lighting)
 - Gwen Cherry Park (athletic field scoreboard)
 - County Village Park (restroom, storage building and parking lot lighting)
 - Ojus Park (parking lot, walkway and basketball court lighting)
 - Soar Park (recreation adult center renovation)
 - Haulover Park (beach picnic shelters)
 - Continental Park (dice house relocation)
 - Naranja Lakes Park (playground and walkway)
 - Little River Park (recreation center)
 - South Dade (Greenway Biscayne Trail)
 - Haulover Park Marina (breakwater)
 - 120th Street (bridge)
 - West Kendall (District Park)
- In 2005, more than 6.1 million people visited the Miami-Dade Public Library System's 40 branches.
- The Library system added six new libraries in 2005, including Palm Springs North, Miami Beach Regional, South Shore, Sunny Isles Beach and California Club. The old Fairlawn Branch was relocated to a new facility and the West Flagler Branch underwent extensive renovations. Groundbreakings are slated for libraries in the areas of Kendale Lakes, International Mall and Naranja.
- In 2005, attendance at Miami Metrozoo was up by 30,000 guests over the previous year.



The Park Department's Division of Arts and Culture offers programs in the visual, performing and literary arts at seven cultural parks and facilities. In 2005, the division presented over 140 cultural events with over 151,000 audience members; 25,000 youth participated in afterschool and summer arts programs; and over 1,000 artists presented programs in dance, theater, visual arts, music, media arts and literature.

HEALTH AND HUMAN SERVICES

MISSION: to improve quality of life and promote maximum independence through health care, housing, and social and human services to those in need.

In 2005, the County continued to reach out into our community to provide services to residents in need, especially children, the elderly and the homeless.

- \$2.9 million of the Community Services Block Grant allowed the Community Action Agency (CAA) to provide family development services, home ownership preparation, job development and placement, energy assistance and youth development services to 34,000 low-income residents.
- The CAA continued many of their successful programs in 2005 including, Meals on Wheels, early childhood development through Head Start, parent enhancement classes, employment training and job placement and the Meals for the Elderly program.
- The Department of Human Services (DHS) provided treatment services to 1,890 domestic violence offenders, as well as advocacy services to over 1,500 women and children.

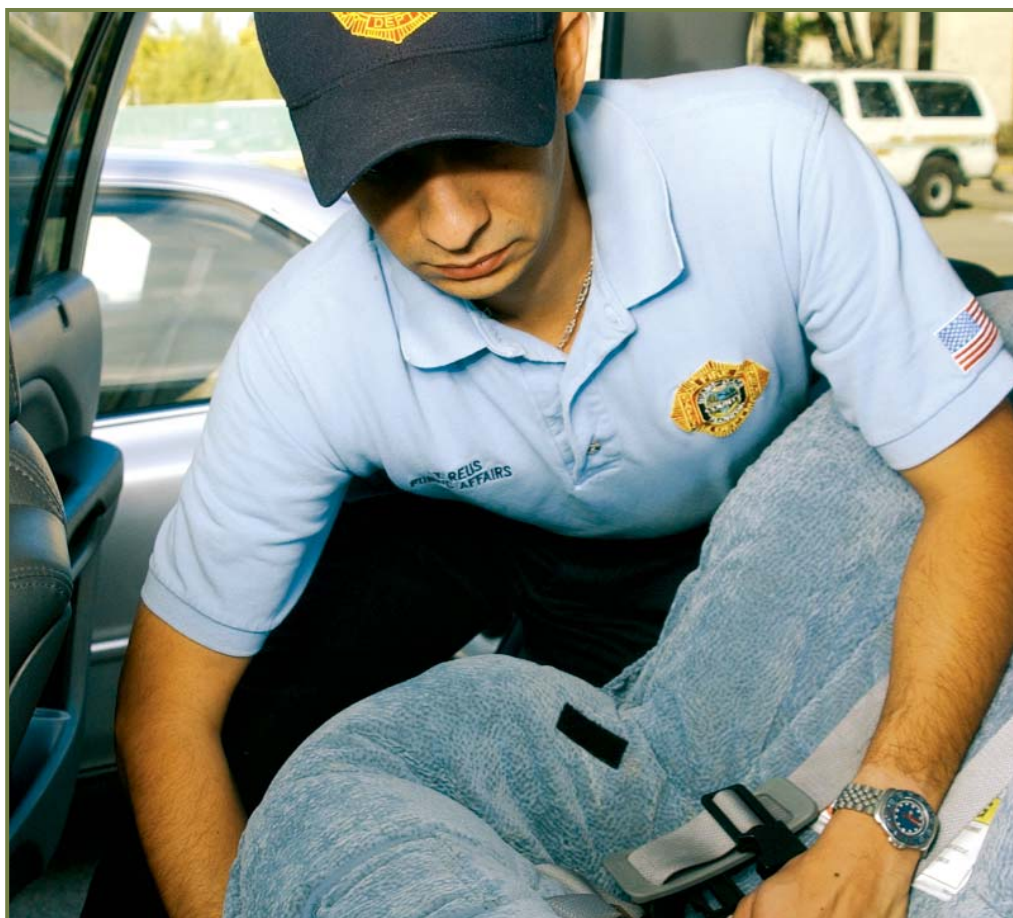


Mayor Carlos Alvarez celebrated Mother's Day at the Tamiami Senior Center. The Tamiami Senior Center is a member of the Southwest Social Services Program, which serves hot meals at senior centers and at elderly participants' homes.

- The Housing Finance Authority issued \$20 million in mortgage-backed revenue bonds exclusively for first-time homeowners in Miami-Dade County.
- The Consumer Services Department's 4-H Youth Development Program provided educational programs to improve public speaking, leadership and citizenship skills to 11,000 youth members.
- The Homeless Trust placed 6,519 homeless adults and children into emergency housing, 1,957 into transitional housing and 4,969 into permanent housing.
- Miami-Dade Fire Rescue has a number of free programs aimed at helping the neediest residents in the community. Through the Elderlinks Program, more than 600 elderly persons were provided advocacy assistance in obtaining needed housing or health-care.
- Miami-Dade Fire Rescue distributed more than 2,500 smoke detectors to the homes of low income and elderly Miami-Dade County residents.



Through the Miami-Dade Housing Agency's programs, over 200 County residents realized their dream of home ownership.



Miami-Dade Fire Rescue's Car Seat Installation Program serviced more than 450 families, helping to ensure the safety of the County's youngest residents.

ECONOMIC DEVELOPMENT

MISSION: to expand and further diversify the local economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents.

In 2005, the County continued programs to improve the local economy, create more jobs and attract more businesses to underserved areas. Also, the Building Better Communities Bond Program - the largest capital construction bond program in the County's history - continued to fund projects that will encourage new business growth and support the County's tourism industry.

- In May 2005, Miami International Airport (MIA) launched its first-ever Air Services Incentive Program, which waives landing fees for a period of 12 months for any new or incumbent carrier adding passenger services to any U.S. or Canadian city from MIA, or any new or incumbent carrier adding a new international passenger route not presently serviced from MIA.
- In 2005, the Port of Miami continued to support more than 98,000 indirect and direct jobs to the local economy and generate an economic impact of more than \$12 million.
- The Port completed the Phase II South Harbor Dredging Project, which included deepening the South Channel and Central Turning Basin to 42 feet. The project is expected to boost international trade and promote jobs.
- The Greater Miami Service Corps provided 226 out-of-school young adults with pre-employment workshops, work experience and education; placed 102 previously unemployed young adults in employment; and transitioned 32 youths from the program into full-time unsubsidized employment.



Miami International Airport ranks number one among all U.S. airports for international freight, as well as third in the U.S. and ninth worldwide in total cargo.



The Port erected two newly constructed and electrified cranes to augment the Port's competitiveness and to meet projected increases in cargo volumes during the next 20 to 30 years.



The Port of Miami became the first Florida seaport to surpass the one million TEU (Twenty-foot Equivalent Units) mark. TEU is a unit of measurement equal to the space occupied by a standard 20 foot container.

- The Housing Agency successfully completed the relocation phase of the HOPE VI Revitalization Program at Scott Homes/Carver Homes public housing development, and 60 percent of the \$2.5 million in infrastructure site work has been completed.
- The Office of Community and Economic Development successfully reauthorized the Enterprise Zone Program. The program consists of a designated area where the County offers fiscal incentives to businesses that locate or expand within the zone. The objective is to encourage investment and create jobs in economically distressed areas.
- The Mom & Pop Small Business Grant Program continued to gain momentum, with 390 businesses receiving grants in 2005. The program provides financial and technical assistance to small neighborhood businesses to stimulate economic growth.
- The Office of Capital Improvements (OCI) expanded use of Miscellaneous Construction Contracts and the Equitable Distribution Program have awarded more than \$76 million in

contracts to Community Small Business Enterprise contractors and provided business opportunities for more than 104 local architectural and engineering firms.

- OCI's General Obligation Bond Office (GOB) launched the \$2.9 billion Building Better Communities Bond Program with the first bond sale in July 2005 that will fund more than 200 community improvement projects that will begin construction this year. A Citizen's Advisory Committee was appointed to advise the Mayor, Board of County Commissioners and County Manager on the bond program. The GOB is one of the most important economic development initiatives in the County's history.
- Miami-Dade County was successful in retaining and expanding its two local military installations - the Homestead Air Reserve Base and the U.S. Southern Command - that were evaluated through the federal Base Realignment and Closure process, assuring the continued economic health of South Dade.



Miami-Dade County launched the Building Better Communities Bond Program with a kick-off event at Virginia Key Beach Park, the site of a new museum to be funded through the bond program. The project is part of an initial series of community improvements made possible by the \$2.9 billion bond program approved by voters last fall.

GENERAL GOVERNMENT (ENABLING STRATEGIES)

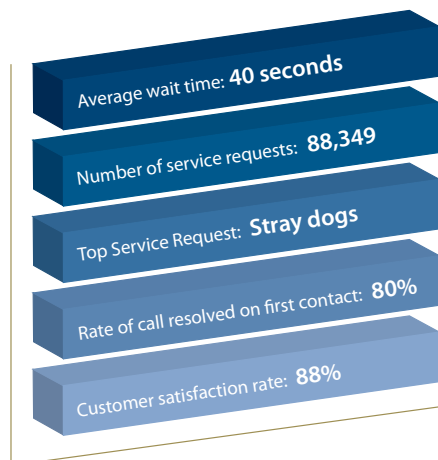
MISSION: to provide expertise and resources to support and facilitate excellent public service delivery.

IMPROVING CUSTOMER SERVICE

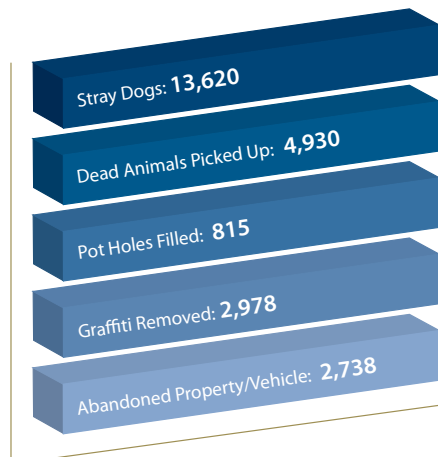
In 2005, the County worked aggressively to improve customer service and utilize technology in creating efficiencies in the delivery of services.

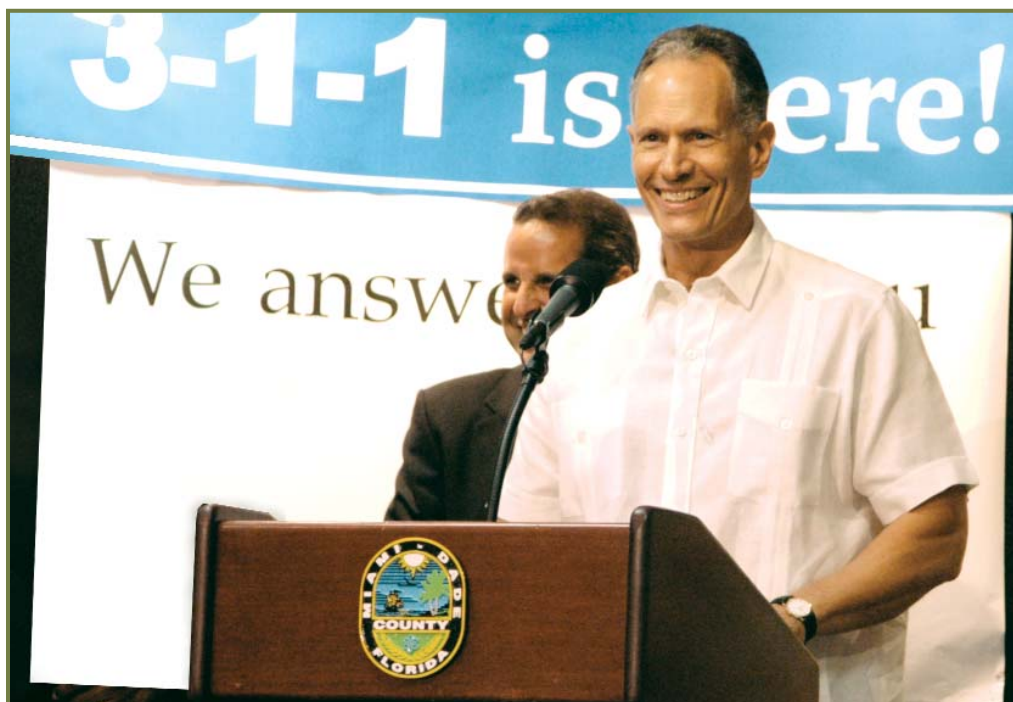
- 3-1-1 was introduced as a new, multi-jurisdictional service that allows Miami-Dade residents to dial a single three digit number to obtain information and direct access to local government services. During the first 11 months of operation, 3-1-1 received more than a million calls, with callers waiting an average of only 40 seconds before being transferred to a live operator.
- Over the past year, the average number of calls handled per 3-1-1 agent, per day increased from 48 to 91, a nearly 100 percent increase in productivity.
- 3-1-1 technology provided insight into ways to improve government through the analysis of service delivery. Introduced in October, ServiceStat is an online mapping and reporting tool that enables departmental staff to access up-to-the-minute data on the nature of problems, locations, time of day, and length of response time.
- The County has continued its commitment to results oriented government and implemented our second countywide customer satisfaction survey last fall. Surveys were mailed to 16,000 households asking residents for feedback on a wide array of County services.

3-1-1 • Year One Stats



3-1-1 • Service Requests Closed for 2005





Mayor Carlos Alvarez kicked-off the official launch of 3-1-1 at a press conference at the County's Answer Center.

- In 2005, the Property Appraisal Department initiated a Community Outreach Program to educate the public on the appraisal process. The program mails informational flyers, creates public information television spots aired on Miami-Dade TV, and attends taxpayer meetings. Additionally, a comprehensive tax estimator program was developed on the department's website to assist residents in calculating taxes.
- The Communications Department produced and televised 68 promotional and informational spots for 25 departments, and 20 new episodes of the County's news programs, Miami-Dade Now and Miami-Dade Ahora. These bi-monthly programs highlight County news, services and elected officials' initiatives in a news style format.
- The Communications Department launched a countywide effort to establish the consistent use of the official County logo and color palette by developing and enforcing the Miami-Dade County Branding Style and Usage Guide.



Miami-Dade Television's news shows featured more than 360 County related news stories last year.

- The Office of Strategic Business Management deployed an automated performance management system to help measure results. Performance measures from this system, in conjunction with results from our recently completed satisfaction survey, will be included in our second annual community performance report this spring.
- The Miami-Dade County Secret Shopper program, established in 2001, continued to evaluate our service delivery to the public. One half of all County departments are shopped each year. This year, 13 of the departments evaluated scored above average or better.
- The Consumer Services Department obtained \$661,000 in refunds for residents as a result of the investigation into and mediation of 5,000 consumer complaints.

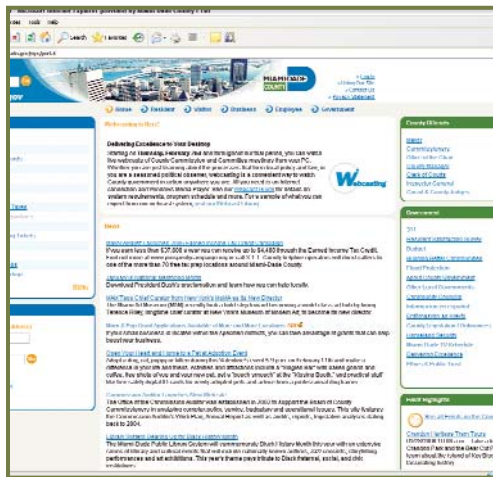


IMPROVING GOVERNEMENT THROUGH THE USE OF TECHNOLOGY

- In 2005, there were more than 12 million visitors to the County's website, www.miamidade.gov. A new content channel called Government was added to the existing Resident, Visitor, Business and Employee channels to provide easy access to information on core functions of government, including Board of County Commission meetings, agendas, minutes, and voting records.
- Several new or redesigned websites were launched including Port of Miami, Elections, Vizcaya, Consumer Services, go.miamidade.gov, Office of the Mayor, Office of the Chair and Hurricane Relief.
- A new Interactive Voice Response System for the Tax Collector's office provides taxpayers information over the phone on the status of their Real Estate or Tangible Business Property Tax accounts. In addition, callers may select to hear information on office locations, hours of operation, where to mail payments, Tax Certificate Sales or request a fax with their tax information.
- The Department of Planning and Zoning launched a new online computer service that enables residents to have access to the zoning history of all properties located within unincorporated Miami-Dade County from the comfort of their own home.
- The Building Department developed an E-Microfilm System that will allow customers to make appointments for services and obtain copies of certain plans over the internet. The department also enhanced its website to allow patrons to pay for various fees online.
- In 2005, through the leadership of the Mayor and the Board of County Commissioners, great emphasis was placed on further improving the County's permitting and related building activities. Through a collective effort involving the building industry and government agencies, the County has identified 40 areas for improvement. For the first time in recent County history, all development related activities were assigned to a single Assistant County Manager helping to ensure effective communication with all shareholders, and a better delivery of service to the public.



The Miami-Dade Public Library System implemented a wireless computer system to supplement the wired network already in place at all 40 branches. The Library created "hotspots" that allow patrons to use their own wireless-equipped laptops or borrow one of 400 laptops to gain free access to the internet.



E-PAYMENTS

The use of electronic payments - including online and interactive voice response - has continued to grow at a steady pace. These self-service options offer easy alternatives to County residents.

Here are a few highlights:

- From September through November, more than one out of every four Water and Sewer payments were made electronically, representing more than 107,000 transactions and \$18.6 million in revenues.
- Since e-pass was introduced in June, more than 350 metropasses were sold online, totaling more than \$27,600.
- As of December, 15,271 payments for property taxes were made online, totaling \$76.7 million.
- Between July and September, there were more than 10,000 e-permit transactions representing over \$2.28 million in online revenues.

Capital Improvements has standardized and streamlined construction contracts, significantly reducing the time required to prepare and bid out projects.

- The Office of the Citizens' Independent Transportation Trust worked with the Enterprise Technology Services Department to develop the Municipal Transportation Plan Project Tracking System. The system will permit online access to municipalities so they can update their respective transportation plan, and will allow easy access to information and reporting of data on all municipal transportation projects.

- The Ethics Commission developed a six-part series on ethics that aired on Cable Tap entitled "Ethics Counts." The six programs covered the following topics: the watchdogs, conflicts of interests, ethics and education, procurement ethics, ethics and elections, and ethics in business.
- A new online application allows Special Transportation Service customers to confirm or cancel their trips via the transit website.
- The County launched a new transportation web portal - go.miamidade.gov - that simplifies access to transportation information. The website offers links to a dozen different transportation-related websites, including links to flight schedules, automated trip planning, live traffic updates and cruise times.



The County's communications trailer was deployed after Hurricane Wilma to Tamiami Park. The trailer provided telephone and internet access to citizens applying for FEMA support.

HURRICANE RESPONSE AND RECOVERY

The 2005 hurricane season made history when not one, but two, storms made landfall in South Florida. Both hurricanes, Katrina and Wilma, not only tested the County's emergency preparedness and response plans, but also presented Miami-Dade departments with major challenges in the recovery efforts. The County's Emergency Operation Center was activated for a total of 24 days during the record-setting 2005 hurricane season. Thousands of employees worked tirelessly after Katrina and Wilma clearing debris ridden roads, repairing non-functioning traffic signals, restoring other County services and assisting storm victims with housing, meals and other needs.

- Despite loss of electrical power to more than 90 percent of the County, the Miami-Dade Water and Sewer Department (WASD) kept operations going at all water and wastewater treatment plants during and after both Hurricanes Katrina and Wilma. Even though a large number of other South Florida water utilities announced boil water orders after Hurricane Wilma, the County's water was always safe to drink. Sewage overflows were minimal and major repairs to damaged WASD facilities were nearly 100 percent complete days after the storms.
- As a result of the 2005 hurricane season, the Department of Solid Waste Management (DSWM) had a record year for debris removal. In the aftermath of Hurricanes Katrina and Wilma, the DSWM picked up the equivalent of over six years worth of bulky waste from the County's streets and right of ways.
- Within the first 24 hours after Hurricanes Katrina and Wilma, the Public Works Department deployed assessment teams to evaluate the extent of the damage to traffic signals, signs, bridges and canals. Within 48 hours after Hurricane Wilma, the department had cleared all major, arterial roadways.
- Despite about \$24 million worth of damage to Miami International Airport (MIA) and the County's five General Aviation airports - equal in comparison to damage suffered after Hurricane Andrew in 1992 - MIA was closed for only 41 hours during Hurricane Wilma. Aviation staff worked



More than 15,000 County employees pitched in after Hurricane Wilma to help distribute water, ice and food to residents around the County.

around the clock to remove debris from the runways and repair loading bridges, leaks to terminal roofing, flooded concourses and security fencing.

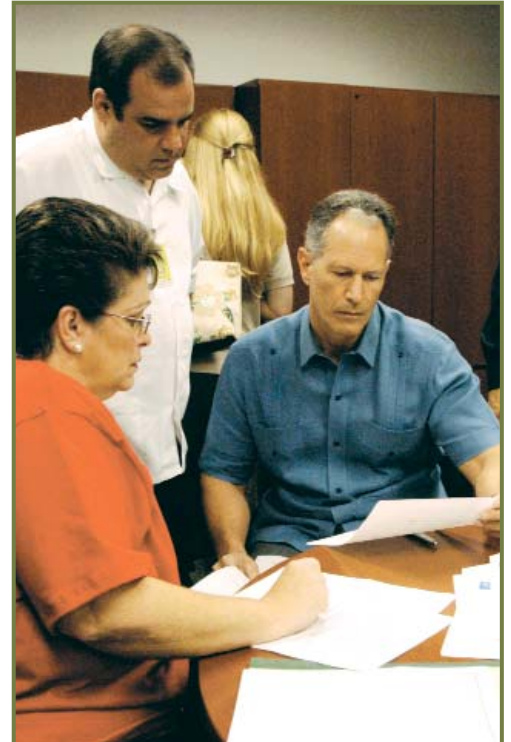
- The County initiated the *Help Us Help You* campaign to identify elderly and displaced families who required assistance as a result of Hurricane Wilma. The program utilized the 3-1-1 Answer Center to identify those in need and connect them with services. More than 1,200 individuals contacted 3-1-1 with a wide range of requests, including the need for housing, ice, water, food, financial or medical assistance, transportation, electricity and Federal Emergency Management Agency services.

2005 HURRICANE SEASON

The 2005 hurricane season was one for the record books. Some of the new records include:

- 26 named storms (previous record: 21 in 1933)
- 13 hurricanes (previous record: 12 in 1969)
- Three Category 5 hurricanes (previous record: two in 1960, 1961)
- Katrina: costliest hurricane ever and deadliest since 1928
- Wilma: strongest hurricane ever recorded in the Atlantic basin
- Three of the six strongest hurricanes on record (1st Wilma, 4th Rita, 6th Katrina)
- Exhaustion of the 21 proper names for storms
- Use of the Greek alphabet for the first time

- *Partnership for Recovery*, a grassroots public/private initiative, was created to help residents who needed replacement housing and other services after Wilma's destruction. The not-for-profit foundation is collecting donations from the business community and individuals, with nearly \$3 million already committed.
- Community Action Agency (CAA) conducted client need assessments in areas of the County that were adversely impacted by Hurricane Wilma. Within 24 hours of the assessments being completed, CAA employees provided residents with food, water, ice and additional support services.
- When fuel availability became a major concern in the aftermath of Hurricane Wilma, the Enterprise Technology Services Department developed a "gas station availability" website to provide the latest information to the County's 3-1-1 staff and to Miami-Dade residents.



Mayor Carlos Alvarez meets with Commissioner Rebeca Sosa and other officials at the County's Emergency Operations Center. Due to the extremely active 2005 hurricane season, the EOC activated four times.

- Consumer Services Department's Cooperative Extension Division, in cooperation with local USDA agencies and the County's Agriculture Manager, conducted agriculture disaster loss assessments after Hurricanes Katrina, Rita and Wilma. Losses totaled over \$885 million in Miami-Dade, which is the second largest agricultural producing County in Florida.
- Miami-Dade Animal Services and the Office of Emergency Management opened the County's first pet-friendly hurricane evacuation center, which during the 2005 hurricane season, sheltered dozens of families with their pets.
- Miami-Dade Fire Rescue's Florida Task Force One deployed more than 300 firefighters to four hurricane related missions - after Hurricanes Dennis, Katrina, Rita and Wilma. During the two Hurricane Katrina missions, team members rescued 1,170 individuals and searched approximately 20,000 structures for survivors during a 20-day period.



Chairman Joe A. Martinez led a delegation of volunteers who delivered relief supplies to the Gulf Coast after Hurricane Katrina.



AWARDS AND RECOGNITION

As Miami-Dade County continued delivering excellence every day of 2005, it was recognized by numerous national organizations for its many achievements. Some of the most prestigious awards include:

- Miami-Dade County was named one of **Computerworld Magazine's 100 Best Places to work** in Information Technology (IT).
- The "M-List," two 30-minute feature television shows created and produced by the Department of Cultural Affairs, received the local **Emmy Award** as the best information oriented program.
- Jackson Health System's exceptional quality continues to be nationally recognized. Jackson is the only hospital in South Florida with seven specialties listed in **U.S. News & World Report's 2005 Best Hospitals** list.
- Community Action Agency's Head Start Program was awarded the **National Association for the Education of Young Children** accreditation for Olinda Elementary Head Start Center, bringing the total number of accredited sites to 29.
- The Water and Sewer Department won the **Chairperson's Award for Overall Safety** from the Florida Water and Pollution Control Operators Association, and the **Platinum Award** for Sustained Competitiveness from the Association of Metropolitan Water Agencies.
- The **National Association of Counties** (NACo) recognized Miami-Dade County with 16 awards for successfully implementing projects that resulted in improved customer service and efficiency, significant revenue enhancement and monetary savings. Some of the NACo awards the County received in 2005 include:
 - Team Metro received awards for the Lifesavers Program and the Youth Government Leadership Academy. The Lifesavers Program provides assistance to residents facing an immediate need for food, shelter, clothing, medical treatment, employment opportunities, hygiene products, furniture and household items.
 - Miami International Airport (MIA) received an Achievement Award in the planning category for innovative services provided by a local government. The team provides oversight of MIA's \$5.2 billion capital improvement program.
 - The Building Department for its innovative Building Support System Program. The program was developed to streamline the building code regulation process while ensuring quality control and code adherence. The program was also the recipient of the Florida Sterling Council's Power 4 Award for Performance Excellence.
 - The Commission on Ethics and Public Trust received an Achievement Award for its Model Student Ethics Commission Program. The program is designed to teach and engage students in the policies and issues concerning ethics, good governance and accountability in the administration of government.
 - Park's Leisure Access program received an Achievement Award for its Senior's Therapeutic Recreation Program. The program, a combined effort between the Park Department and the Community Action Agency, provides expressive arts and physical fitness activities for seniors at nine countywide sites.
 - The Consumer Services Department for its Wheelchair Accessible Taxicab Program. The goal of the program is to make 3 percent of the taxicab fleet wheelchair accessible in 2006.
 - The Department of Planning and Zoning received an Achievement Award for the Pre-Purchase Zoning Inspection Services Program. The program provides a proactive inspection approach to zoning violations.
- Miami-Dade County was also recognized by various prestigious organizations for its work in the areas of budgeting, performance improvement and strategic management. Below is a list of some of the awards the County received in 2005:
 - The Government Finance Officers Association of the United States and Canada presented the **Distinguished Budget Presentation Award** to Miami-Dade County for the 2004-05 budget.
 - The International City/County Management Association (ICMA) for Performance Measurement recognized Miami-Dade County for its efforts in measuring and improving government performance. This is the third consecutive year that ICMA has recognized the County, and the second straight year that it has been awarded the Certificate of Distinction.
 - The Performance Institute recognized the County's outstanding contributions in performance-based management, citing the County's innovative use of performance measurement and community-driven planning.
 - The **Florida Sterling Council** recognized Miami-Dade County for organizational performance excellence through competitions in six Sterling Council regions around the State of Florida.



Carlos Alvarez
Mayor

Board of County Commissioners

Joe A. Martinez, Chairman

Dennis C. Moss, Vice-Chairman

Barbara J. Jordan
District 1

Dorrian D. Rolle
District 2

Audrey M. Edmonson
District 3

Sally A. Heyman
District 4

Bruno A. Barreiro
District 5

Rebeca Sosa
District 6

Carlos A. Gimenez
District 7

Katy Sorenson
District 8

Dennis C. Moss
District 9

Sen. Javier D. Souto
District 10

Joe A. Martinez
District 11

José "Pepe" Diaz
District 12

Natacha Seijas
District 13

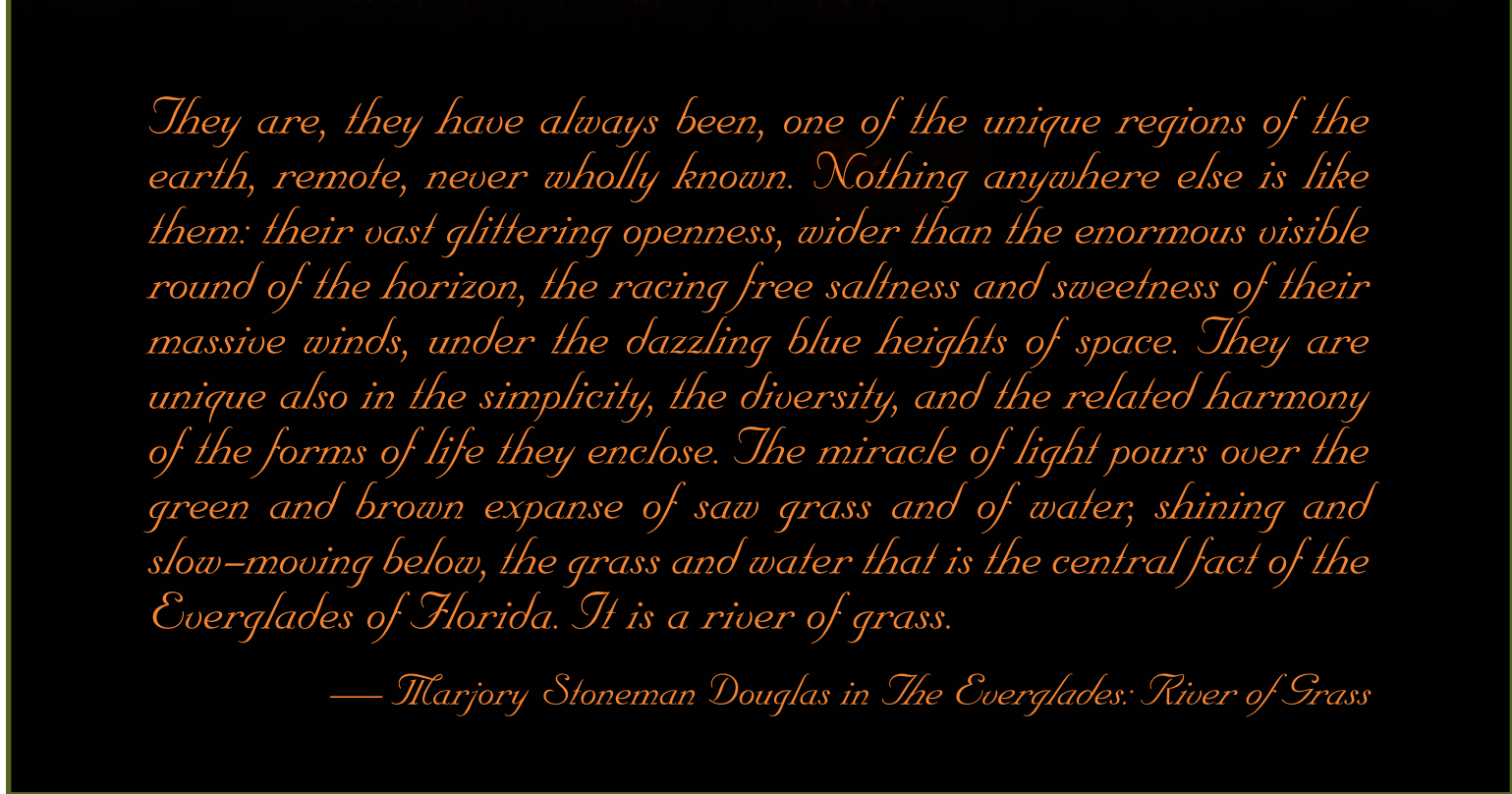
Harvey Ruvin
Clerk of Courts

George M. Burgess
County Manager

Murray A. Greenberg
County Attorney

Miami-Dade County provides equal access and equal opportunity
in employment and services and does not discriminate on the basis of disability.
"It is the policy of Miami-Dade County to comply with all of the
requirements of the Americans with Disabilities Act."

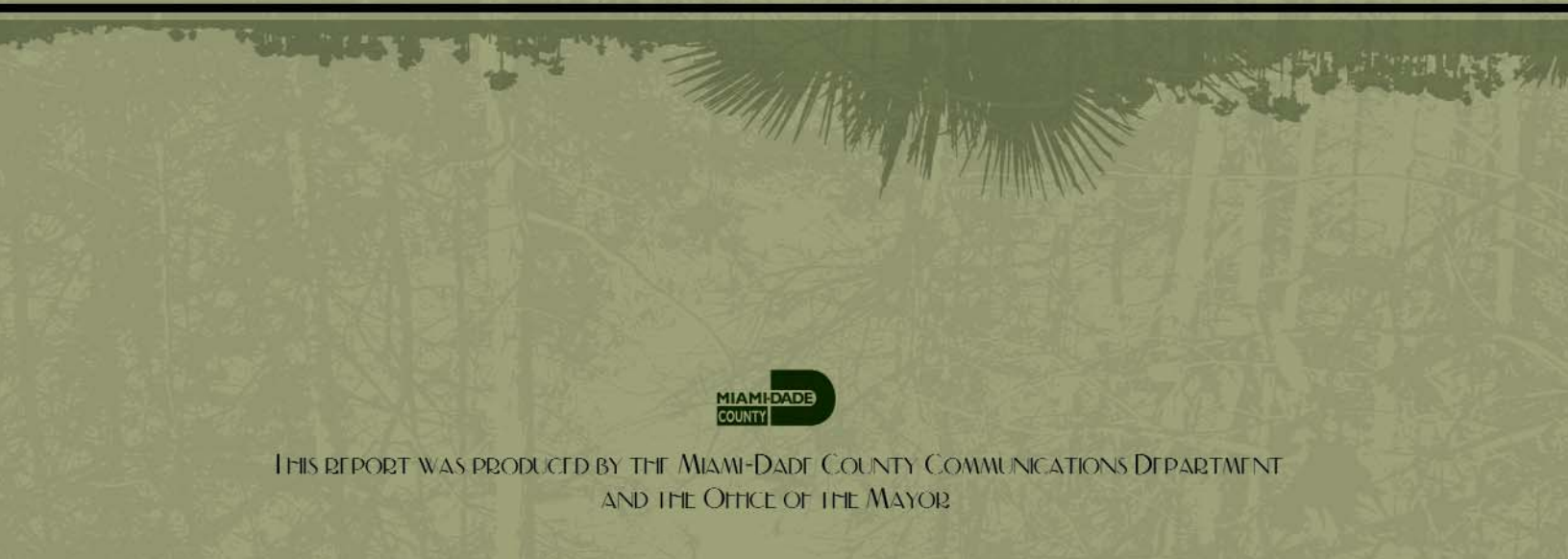




They are, they have always been, one of the unique regions of the earth, remote, never wholly known. Nothing anywhere else is like them: their vast glittering openness, wider than the enormous visible round of the horizon, the racing free saltness and sweetness of their massive winds, under the dazzling blue heights of space. They are unique also in the simplicity, the diversity, and the related harmony of the forms of life they enclose. The miracle of light pours over the green and brown expanse of saw grass and of water, shining and slow-moving below, the grass and water that is the central fact of the Everglades of Florida. It is a river of grass.

— Marjory Stoneman Douglas in *The Everglades: River of Grass*





THIS REPORT WAS PRODUCED BY THE MIAMI-DADE COUNTY COMMUNICATIONS DEPARTMENT
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